



County of Milwaukee
Office of the Sheriff

David A. Clarke, Jr.
Sheriff

Date: August 30, 2012

To: Supervisor Marina Dimitrijevic, Chairwoman, Milwaukee County Board of Supervisors

From: Richard Schmidt, Inspector, Office of the Sheriff, Milwaukee County

Subject: **Request to Execute a Professional Service Contract with Armor Correctional Health Services, Inc. to provide Inmate Medical and Mental Health Services at the County Correctional Facilities of the Office of the Sheriff.**

Pursuant to Milwaukee County Ordinance Chapter 56, the Sheriff is requesting referral to proper board committee for review and disposition, authorization to execute an inmate health services contract for inmates at the County Correctional Facilities of the Office of the Sheriff.

Background

The Office of the Sheriff maintains a medical and mental health unit responsible for providing inmate medical care in the two County Correctional Facilities. The County is currently operating under the Christensen Consent Decree which dictates the minimum level of inmate care. Actual costs for this unit in 2011 totaled \$16,277,764. Staffing for the unit for 2012 was projected to be 110.53 FTE. Currently, there are 96 filled positions excluding hourly or pool employees.

The Office of the Sheriff has encountered severe difficulties in hiring and retaining Medical Doctors and Psychiatrists for the inmate medical unit. To attempt to remain in compliance with the consent decree, the Sheriff has entered into multiple contracts for the provision of these services in the past few years but

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the contractual personnel have also been difficult to retain. The Medical and Mental Health unit has operated with vacant positions that should be filled in order for the Office of the Sheriff to be in compliance with the Christensen Consent Decree.

The 2012 Adopted Budget for the Office of the Sheriff includes a proposal to contract with the Department of Health and Human Services (DHHS) effective July 1, 2012. Funding for the inmate medical unit totaled \$16,433,491 in 2012. The discussions for that transition have been concluded with the DHHS not interested in pursuing assumption of the Health Services unit.

The 2013 Requested Budget for the Office of the Sheriff included a proposal to contract with a private vendor, Armor Correctional Health Services, Inc. effective January 1, 2013. Due to Armor's commitment to providing an updated EMR and its commitment to meeting or exceeding all requirements of the Christensen Consent Decree and obtaining NCCHC certification within twelve months, the Office of the Sheriff is requesting to enter into this contract effective October 1, 2012.

Projected costs for the Inmate Medical and Mental Health unit for 2013 totaled \$17,210,922 if the service was continued to be provided by Office of the Sheriff personnel utilizing its current staffing plan of 111.5 positions after vacancy and turnover.

These costs do not include a new Electronic Medical Records system which should be developed for the Office of the Sheriff. The Behavioral Health Division entered into a five year \$5.2 million contract for the development of their new EMR. It is not known how much a new EMR for the Sheriff will cost.

DHHS projected its 2013 costs to operate the Inmate Medical and Mental Health unit at a cost of \$18,084,081. The ability to include the Office of the Sheriff Inmate Medical and Mental Health unit on their new EMR is still being determined.

The Office of the Sheriff is proposing the outsourcing of the unit with Armor Correctional Health Services, Inc. at an annual contractual cost of \$14,298,974. The cost includes use of Armor Correctional Health Services, Inc.'s EMR system. In addition, there are the following remaining county costs included in the 2013 budget request: legacy costs of \$2,421,803, crosscharges of \$863,740 and revenue of \$40,000 for a total 2013 projected cost of \$17,544,517. All current positions would be eliminated and replaced with employees of Armor Correctional Health Services, Inc. Current staff will be considered for positions with Armor Correctional Health Services, Inc. The following positions were requested for abolishment in 2013.

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Current County Authorized Positions

Job Title	FTE		
Adm Asst NR	-1.0	Asst Nursing Dir. Sheriff	-1.0
Adm Asst NR	-2.0	Adv Prac Nurse Prescriber	-8.5
Admin Spec - Sheriff	-1.0	House Physician 3	-1.0
Unit Clerk	-5.0	House Physician 3 Hrly	-0.5
Health Care Plan Spec 2	-1.0	Staff Psychiatrist	-1.0
Med Asst	-6.0	Staff Psychiatrist Hrly	-1.0
LPN Sheriff	-21.5	Medical Director MH	-1.0
RN1	-37.5	Medical Director Detent Serv	-1.0
RN Pool	-2.5	Case Mngt Spec Sheriff	-2.0
RN 2 MH	-2.0	Psych Soc Wkr Sheriff	-12.0
RN 2 Staff Development	-2.0	Psych Soc Wkr Coord Sh	-1.0
Shift Sup	-6.0	Nursing Director Sheriff	-1.0
Shift Sup Hourly	-0.6		

The table below depicts the staffing level included within the proposed contract with Armor Correctional Health Services, Inc. which has been developed in consultation with Dr. Shansky, the Court appointed Court Monitor under the Christensen Consent Decree. It totals 112.7 positions compared to the 111.5 that the Office of the Sheriff included in its 2013 cost comparison.

Armor Proposed Staffing

Position	FTE	Position	FTE
Health Services Administrator	1.0	Administrative Assistant	3.0
Medical Director	1.0	Medical Records Supervisor	1.0
Physician	1.0	Medical Records Clerk	9.6
ARNP/PA	5.2	Director of Mental Health	1.0
Director of Nursing	1.0	Psychiatrist	2.0
ADON	1.0	Psych ARNP	2.0
RN-Nurse Educator/CQI	2.0	Mental Health Professional	13.0
RN Supervisor	8.4	Discharge Planner	2.0
RN	26.4	LPN	2.0
LPN	22.5	Dentist	1.0
CMA	5.6	Dental Assistant	1.0

The Office of the Sheriff anticipates entering into the contract with Armor Correctional Health Services, Inc. to provide inmate medical and mental health services at the County Correctional Facilities of the Office of the Sheriff effective October 1, 2012. It is a two year contract with four additional one year terms.

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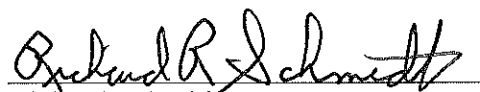
Recommendation

It is requested that the Milwaukee County Board of Supervisors approve the Sheriff's request to execute a professional services contract with Armor Correctional Health Services, Inc. to provide inmate medical and mental health services at the County Correctional Facilities of the Office of the Sheriff.

Fiscal Note: In 2012, the Office of the Sheriff was budgeted to expend \$16,433,491 on inmate medical services assuming full staffing. The Sheriff would expend \$4,108,373 from October 1, 2012 till December 31, 2012 if it continued to operate its inmate medical and mental health unit. The cost of the contract with Armor Correctional Health Services, Inc. for the same time period is \$4,195,499.

The 2013 anticipated costs of the contract with Armor Correctional Health Services, Inc. totals \$14,298,974. The cost includes use of Armor Correctional Health Services, Inc.'s EMR system. In addition, there are the following remaining county costs included in the 2013 budget request: legacy costs of \$2,421,803, crosscharges of \$863,740 and revenue of \$40,000 for a total 2013 projected cost of \$17,544,517.

In addition to providing an updated EMR, Armor Correctional Health Services, Inc. will meet or exceed all requirements of the Christensen Consent Decree and will obtain NCCHC certification within twelve months. Projected costs for the Inmate Medical and Mental Health unit for 2013 totaled \$17,210,922 if the service was continued to be provided by Office of the Sheriff personnel utilizing its current staffing plan of 111.5 positions after vacancy and turnover.



Richard Schmidt, Inspector
Milwaukee County Office of the Sheriff

cc: Chris Abele, County Executive
Supervisor Mark Borkowski, Chair, Judiciary, Safety & General Services
Committee
Patrick Farley, Director, Department of Administrative Services
Janelle Jensen, Committee Clerk
Jennifer Collins, Research Analyst

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